

TIG *Brief*

THE INSPECTOR GENERAL OF THE AIR FORCE

SEPTEMBER - OCTOBER 1999



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The Inspector General Brief
AFRP 90-1

September - October 1999
Volume 51, Number 5

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TIG Brief (ISSN #8750-376X) is published bimonthly by the Air Force Inspector General, Air Force Inspection Agency, Kirtland Air Force Base, New Mexico 87117-5670. *TIG Brief* (AFRP 90-1) provides authoritative guidance and information to commanders, inspectors general, inspectors and other Air Force leaders at all levels of command. Periodicals mailing privileges postage paid at the United States Post Office, Albuquerque, NM 87101-9651 and additional mailing offices. Address correspondence to HQ AFIA/MSA, 9700 G Ave. SE, Suite 378J, Kirtland AFB, NM 87117-5670. If sending electronically, use the e-mail address:

tigbrief@kafb.saia.af.mil

The phone number is DSN 246-2946 or commercial (505) 846-2946. You can also read the magazine on-line at

www-afia.saia.af.mil

No payment can be made for manuscripts submitted for publication in *TIG Brief*. Contributions are welcome as are comments. The editor reserves the right to make editorial changes in manuscripts. Air Force organizations are authorized to reprint articles from *TIG Brief* provided proper credit is given.

The contents of this magazine are non-directive and should not be construed as instructions, regulations, technical orders or directives unless so stated.

Distribution is via direct mail and through local PDOs, where available. POSTMASTER: Send address changes to: *TIG Brief* Editor, HQ AFIA/MSA, 9700 G Ave. SE, Suite 378J, Kirtland AFB, NM 87117-5670.

U.S. Air Force photo by Senior Airman Scott A. Nichols

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Cover photo: Staff Sgt. Terry Bearden adjusts a radar during exercise Roving Sands. U.S. Air Force photo by Staff Sgt. Regina Height.

Heavy METL

Mission-Essential Task Lists

A value-added part of the inspection process



How about a little “heavy METL” talk? Not the rock band kind, the Air Force kind.

A key feature of the Air Force’s new performance management system is the identification of mission essential tasks ... it means exactly what it says ... at wing, center and major command levels. When you list the resulting METs together at any one of these levels, you get a METL — mission essential task list. Simple, huh?

Then, when we mix in performance measurements and standards for each MET and add a dash of reporting up the chain, you get a performance management system.

What METLs Mean to Inspectors General

So, why should all this interest IG inspectors? Because MAJCOM IG teams will be incorporating METLs into future inspections of unit readiness.

Makes sense when you consider IG teams assess a wing’s or center’s ability to

perform tasks that are essential to mission accomplishment and readiness — and they assess that performance against set performance measurements and standards.

What Changes in Inspections?

The incorporation of METLs into the inspection process should not be a “gut-wrenching” adjustment. After all, IGs already evaluate mission essential tasks and performance, as described above, only we haven’t used the same lingo. In order for the process to mature, more work needs to be done. For example, MAJCOM IGs will need to work with functional staffs to adapt current command guidance, criteria, checklists and other documents used to establish minimum mission and performance requirements to reflect METLs terminology and substance.

When Will We See the Change?

Like any successful engagement with the enemy, it’s important to sequence

into the fight at the right moment and in the right position ... the use of METLs is no different. The new performance management system and METLs are still very much in the development and awareness stages and need to mature at command, wing and center levels before IGs start inspecting in earnest. However, we can do the spade work now. My best estimate for incorporating METLs into the inspection process is early year 2000.

So, when you hear the acronym METLs, don’t put in your earplugs to block out the din of change. Lend your talented ideas to making the new system and METLs a value-added part of the inspection process.

It’s essential that IGs be in tune with the tides of change and on the leading edge of ensuring Air Force mission readiness. ♦

A handwritten signature in cursive script, reading "Nicholas B. Kehoe".

NICHOLAS B. KEHOE
Lieutenant General, USAF
The Inspector General

Operational Advantage — The Commu

William J. Donahue

Lt. Gen. William J. Donahue

Director, Communications and Information
Commander, AF Communications & Information Center

Recent operations in Europe and Southwest Asia are indisputable testimony that our Air Force is the world's premier aerospace fighting force. The tremendous success we achieved in air operations over Yugoslavia was more than a testimony about the U.S. Air Force; it was testimony to air power — U.S., joint and coalition air power. It was about aerospace superiority, precision engagement, rapid global mobility and information superiority. These recent operations were also a tough field test of our vision, our core competencies, our core values and our Expeditionary Aerospace Force concepts. The results are clear; we are on the correct path to the future.

Information Revolution

While there will be abundant analyses of our successes in these recent operations, I want to draw your attention to some key points about the role of information and networks in these operations. Today, we are in the midst of not only a technology revolution, but we are

also in the midst of an information revolution. Success in the fast moving world of global mobility, precision engagement and agile combat support depends on information — the right information, at the right time, and in the right form that is useful to the operator or user.

Running Good Networks

Network centric operations are about speed of decision and speed of action — the tight coupling of sensors, fusion centers, decision-makers and shooters. Success goes to those who run good networks; to those who know how to collect, process and distribute information; and to those who know how to use the information to achieve the required results.

We have made enormous progress building world class networks, fielding the best information technology,



and training our people to smartly use information to achieve success. In recent operations we built an incredible array of networks covering 40 locations in 15 countries. Our vision of light, lean, high capacity, and commercially based information technology products and services proved to be a key ingredient in our success.

SIPRNET, NIPRNET

Our warfighters and decision-makers used an incredible array of information technology tools. The SIPRNET, the Department of Defense's secure equivalent of the Internet, proved to be the workhorse for command and control. The NIPRNET, the Department

Communications and Information Contribution

of Defense's piece of the Internet, was the workhorse for our combat support activities.

Connectivity was, and will remain, the lifeblood of expeditionary operations.

Our procurement of light, lean, high capacity theater deployable communications capability is a high payoff investment. Building a high capacity infrastructure at our fixed bases is also necessary for us to achieve our vision. We are making this investment because connectivity, networks, information and knowledge must not be limiting factors when it's time to apply force.

We currently have an enormous information advantage, but the tools we use are becoming widely available to anyone with the resources to buy them in the commercial information technology marketplace. Success in the future means we have to be better, far better, than anyone else in the smart use of information and technology.

Using the Tools

We need to use the information technology tools to make every mission and support process fast, error-free and knowledge-based. We need to be the best in the world at using the web, the best in the world at protecting

information, the best in the world at sharing information and the best in the world at "mining" our databases to get the information and knowledge we need for success.

As we mature our concepts of "reachback," "collaboration activities," "distributed operations," it will matter less where you are located. It will matter more that you are on the net, capable of using the tools to get the information you need to do your piece of the mission — all while protecting the network and the information contained in it.

Success and Vulnerability

The incredible successes we have enjoyed in the information and networked domain are also proving to be an incredible vulnerability. Our Y2K testing is proving that information technology has replaced a lot of the manpower in our processes.

When we remove the technology to simulate a Y2K failure, we find time and again that we can keep things working and remain mission capable, but only with an incredible infusion of labor. When we take systems down to clean out the latest virus, mission and support processes can grind to a halt.

In recent operations, we

also saw the coming of the age of cyber war. Serbian hackers, Serbian sympathizers, and a wide range of other people (who were not exactly happy with what we were doing) came at our networks. The hard work and major investments we made in information assurance tools and training helped us keep our networks operating.

The network professionals did a great job keeping systems on-line and operationally available in the face of persistent attacks on our networks and during a series of damaging viruses that exploded onto the Internet at the height of combat operations. In the final analysis, the attacks on our networks proved to be little more than an aggravation, something we had to deal with; but the threats were real and dangerous.

Evolving Threat

But what about next time? The threat is rapidly evolving; our networks are undergoing explosive growth and a single vulnerability in the network exposes everyone to the real risk of mission compromise.

We must continue to improve our capabilities in the network arena. We need to identify and fix network vulnerabilities. We need to beef

Continues on 19

In Brief

New Y2K web site details progress against millennium bug

A new web site called "Confronting Y2K" has been unveiled by the American Forces Information Service. This is the only site aimed directly at educating military members, defense civilian employees and retirees about the year 2000 problem.



The site covers the key areas service members are concerned about, and requires a common software extension called a "plug-in" that can be downloaded free from the vendor. For users who do not already have the plug-in, download instructions are provided when the site is first visited.

The site is accessible from the front page of Defense Link at www.defenselink.mil. (AFPN)

Web site helps military families move

A financial planning tool to help make moving easier has been created by the Department of Defense. The new web site, called "Military Acclimate," is designed to help active-duty service members prepare for their next move.

The web site projects moving expenses and forecasts the cost of living at the new station. The site offers information on 225 military bases in the

continental United States and will be updated to include information on overseas installations.

To visit the site, log on to www.militaryacclimate.com. (AFPN)

Sexual harassment hotline available to Total Force

The Air Force Sexual Harassment Hotline is still in operation for military and civilian employees.

The numbers are toll-free 1-800-558-1404, DSN 665-2949 or commercial (210) 565-2949.

Set up nearly four years ago to receive sexual harassment and other forms of discrimination inquiries, the hotline is operated by the Air Force Personnel Center. (AFPN)

Who cares what you think?



We do. *TIG Brief* will soon start publishing letters to the editor. They should concern Air Force-wide topics, themes, concepts, programs, etc.

Letters can be e-mailed to tigbrief@kafb.saia.af.mil or mailed to *TIG Brief* Magazine, 9700 G Ave. SE, Kirtland AFB, N.M. 87117. For more information, call DSN 246-2946.

TIG Brief reserves the right to edit letters for length and content.



Air Force Inspectors Course

Ramstein Air Base, Germany
Kelly AFB, Texas
Hurlburt Field, Fla.
Wright-Patterson AFB, Ohio

Sept. 7 - 9
Oct. 5 - 7
Oct. 19 - 21
Nov. 16 - 18

For more information, contact Lt. Col. Ross Gobel, director, DSN 246-0605, or Senior Master Sgt. Barry Nantz, superintendent, DSN 246-1558.

Leaf Award

Maj. Michael A. Wingfield is the recipient of the annual Howard W. Leaf Inspector General Award as the Air Force's top inspector. Wingfield received the award from retired Gen. Richard E. Hawley, former commander of Air Combat Command, in a recent ceremony.

The major serves on the Air Combat Command IG Team and is regarded as ACC's leading expert on operational readiness inspections of communications units. ACC named Wingfield Officer IG of the Quarter twice in a row last year. Wingfield was his



branch's busiest inspector in 1998, serving as communications site chief on seven operational readiness inspections and three unit compliance inspections. In

his nomination package, his superiors cite Wingfield for his "superior situational awareness" and call him a "future warfare visionary" for stressing the importance of network protection and information assurance.

His service before self doesn't stop with the Air Force. Wingfield is described as a "staunch community activist," mentoring at-risk youths at a local church.

The award is named for retired Lt. Gen. Howard W. Leaf, a former Inspector General of the Air Force. ♦

History Brief

On this day in September

Sept. 2, 1910: Blanche Scott becomes the first American woman to solo, flying a Curtiss Pusher at the Curtiss company field in Hammondsport, N.Y. She is not granted a pilot's license.

Sept. 2, 1945: On board the *USS Missouri*, Japanese Foreign Minister Mamoru Shigemitsu and Chief of Staff Gen. Yoshijiro Umezu sign the instruments of surrender, ending World War II. The next day U.S. Army Air Force Maj. G.E. Cain, flying a Douglas C-51, sets a Tokyo-to-Washington speed record of 31 hours, 25 minutes to get film of the surrender to the United States.

Sept. 22, 1950: Air Force Col. David Schilling makes the first non-stop transatlantic flight in a jet aircraft, flying a Republic



F-84E from Manston, England, to Limestone (later Loring) AFB, Maine, in 10 hours, one minute. The trip requires three in-flight refuelings.

Sept. 1, 1953: The first jet-to-jet air refueling is carried out between a Boeing KB-47 and a "standard" B-47.

On this day in October

Oct. 14, 1947:

The first supersonic flight is made by Capt. Charles E. Yeager in the rocket-powered Bell XS-1



(later redesignated the X-1) over Muroc Dry Lake (now Edwards AFB), Calif.

Oct. 21, 1947: The first flight of the Northrop YB-49 flying wing jet bomber is made. The Air Force's Northrop B-2 stealth bomber will bear a family resemblance.

Oct. 4, 1957: The space age begins when the Soviet Union launches Sputnik I, the world's first artificial satellite, into Earth orbit.

Oct. 11 - 22, 1968: Apollo 7, the first test mission after the disastrous Apollo I fire, is successfully carried out. Navy Capt. Walter M. Schirra Jr., Air Force Maj. Donn F. Eisele and R. Walter Cunningham stay in Earth orbit for almost 11 days. ♦

AFCERT

helps system administrators battle hackers every moment of every day

The Air Force can't talk computer security without mentioning the Air Force Computer Emergency Response Team, the sole Air Force focus for the reporting and handling of all computer security incidents and vulnerabilities exploited by hackers. Few people realize that AFCERT can fight only half the battle — thousands of system administrators across the Air Force are charged with managing and protecting networks of computer systems at their individual installations.

"The process that the AFCERT uses to thwart hackers and find vulnerabilities works. It's the system administrators who can't afford a lack of communication. They need to call the AFCERT and get on their mailing list for all the advisories and bulletins," an Air Intelligence Agency official said.

"If system administrators fixed all the problems highlighted in AFCERT bulletins and advisories, it would elimi-

nate 95 percent of the vulnerabilities. This, in addition to updating the vendor's patches for operating systems and software, or simply updating versions, would clear 99 percent," an AFCERT official said.

Officials explained that intrusion detection systems provide a false sense of security if the system is not continuously maintained and monitored. The detection system

identifies and alerts against possible attacks, but unless these attack profiles are constantly updated, the detection system can't watch for new threats.

More than 60 AFCERT members have their eyes on activities that may be trying to exploit Air Force computer systems. If a hacker finds a weakness, the AFCERT adds this threat to the Automated

A black and white photograph of a robotic hand with multiple joints and sensors, positioned over a computer keyboard. The hand appears to be in the process of typing. The background is slightly blurred, focusing attention on the robotic hand and the keyboard keys.

'In reality, this is war'

Senior Airman Jennifer Gregoire
HQ AIA/PA DSN 969-2166
Kelly Air Force Base, Texas



Security Incident Measurement System, the computer system used worldwide to provide intrusion early warning.

For example, the AFCERT responded to an intrusion at a base by one particular hacker. Threat analysts didn't know who the hacker was, but wanted to know where he was coming from.

"Most hackers want to be anonymous, but they still want to talk about what they're doing with other hackers. Sometimes they trip up and give information about themselves," an official said.

By using a variety of methods the AFCERT blocked his efforts and he hasn't since tried to enter Air Force computer systems.

The goal of every hacker is to gain root access – gain the same level of control as the system administrators. They probe until they find an open window; or, if there's a lock, they pick it. If they gain user access, they try to expand their capabilities. A hacker can be

destructive or even set up back doors to get into the system at another time.

Adding new threat profiles to the ASIM is just the first line of defense in Air Force computer network security. Once the AFCERT identifies a potential vulnerability in the computer system, bulletins and advisories are issued to the field on reconfigurations, patches or blocking actions. Then, it's up to system administrators around the world to "fix the fence."

How critical is quick compliance with these bulletins and advisories?

"In reality, this is war. Administrators need to keep up with what battles are being fought out there. About 90 percent of hacking success is the result of system administrators who didn't know or weren't able to work a timely fix for identified holes in the system," an AFCERT official said.

"In the late eighties, even though security was relatively lax, one needed to have a high knowledge level and some unique resources to

hack into computer systems. By 1993, hacking had become greatly simplified, with readily available, high powered computers and the aid of over a dozen hacking sites and magazines instructing 'point-and-click' would-be hackers on how to get new tools, break into .mil accounts, conceal their identity, exploit legal limitations

and break into DSN lines," he said.

Keeping hackers out of Air Force systems is a "24/7 job," and AFCERT and system administrators around the world form a dedicated team doing just that! ♦

At home with AFCERT

One tool AFCERT uses to help inform Air Force system administrators is the AFCERT home page at:

www.afcert.kelly.af.mil

This site allows administrators to notify AFCERT of incidents or viruses.

Administrators can also get current information on improving firewall and router security; access resources to diagnose, explore and understand networks; and even access a web page containing Air Force and Department of Defense regulations and standards.

www dot af dot mil

900 AF web sites span the globe

Staff Sgt. Pat Griffith

SAF/PAI

PatrickM.Griffith@pentagon.af.mil DSN 426-7645

During Operation Allied Force more than 25 million people logged on to Air Force Link (www.af.mil) for news. By the end of 1999, Air Force Link will deliver nearly 100 million documents to people who want to know about the U.S. Air Force at a cost of less than a penny per document.

"No communication device is more inexpensive or far-reaching as the web. That's both the good story and the bad story," said Capt. Bryan Hubbard, chief of technology integration for the Secretary of the Air Force Office of Public Affairs and

program manager for Air Force Link. "It's good because people who want, need and deserve information about their Air Force can get it easier and faster. It's bad because the speed, ease and automated tools for getting that information create security and privacy concerns and make communicating with one voice more challenging."

The security and policy concerns are real, and the Department of Defense and the Air Force have taken steps over the last year to clean up military web sites and create a process for ensuring future sites

are free from information that endangers the security and privacy of military people, missions and assets. A quick reference list of web-related policy that can guide Air Force people working with the web can be found on Air Force Link at www.af.mil/webpolicy.

"Compliance is a command issue," Hubbard said. "When we look at Air Force sites every day, the best ones are the ones where the unit commander is involved."

After security and privacy concerns, the Air Force must tackle the communication challenge presented by an Air Force web presence that includes nearly 900 web sites and more than 220,000 documents.

"The Air Force domain (all the

web sites ending in “.af.mil”) has become very large,” Hubbard said. While that alone is not a bad thing, Hubbard said, users can quickly lose their way moving from site to site because the look, features and quality of Air Force sites vary so greatly.

“It’s about creating a unified Air Force image that instantly conveys our pride in being part of the world’s most respected Air Force and about creating a web that shows people the kind of professional team we are,” he said.

In addition to the sheer size of the Air Force web, the rapid expansion in the number of web users makes managing these challenges all the more important. Since the Internet became public in the early 1990s, it has grown to more than 92 million regular users in the United States (according to CommerceNet) and will grow to 707 million users globally by 2001, reports Matrix Information and Directory Services. More than 10 percent of the visitors to Air Force Link access the site from outside the United States.

“People can create better Air Force web sites by remembering that public web sites exist as part of the Air Force’s public communication program,” Hubbard said. “If a site and its content don’t promote the communication objectives of a unit, then maybe it shouldn’t be there. The web we have now grew naturally. Now that the technology has matured and taken root, we can prune it, shape and really make it work for us. Consider the resources involved in maintaining 900 sites at more than 100 locations. Then, consider the fact that technology can create a means to host all of that content centrally and build programming-free automation that lets communicators focus on message and

quality of content vs. marking up the page in HTML (hypertext markup language).”

“We can create a system that reduces the workload of folks maintaining local web sites while integrating that content seamlessly with service-level content. A centralized system would give the Air Force a unified image on the web, better protect security and privacy information, and provide airmen and the American public a better service.”

Hubbard points to the system behind the Air Force’s official weekly electronic newspaper, U.S. Air Force ONLINE NEWS (www.af.mil/newspaper), as the wave of the future.

“ONLINE NEWS lets public affairs people from around the Air Force cut-and-paste articles, attach photos and outlines, using a simple web-based form,” he said. “The machine codes the content and does the layout. It tells the editor that items are ready for review and lets the editor make the edits right on screen, all without anyone in the process needing any special programming skills or computer knowledge.”

“The system works,” said Master Sgt. Linda Brandon, managing editor of U.S. Air Force ONLINE NEWS. “Layout and design are all automated. The system lets us write. It also gives a great deal of control because it archives everything and allows us to edit and reuse content later.”

Whatever the future holds for the web, Hubbard said, we have to remember to use technology to do things better and smarter.

“Never do something just because you can. Only use web technology because it makes something easier, cheaper or more effective.” ♦

.af.mil

The Air Force Domain

- 900 web sites
- 100 locations
- 220,000 documents
- 10 percent of visitors from outside U.S.
- Air Force sites: www.af.mil/sites

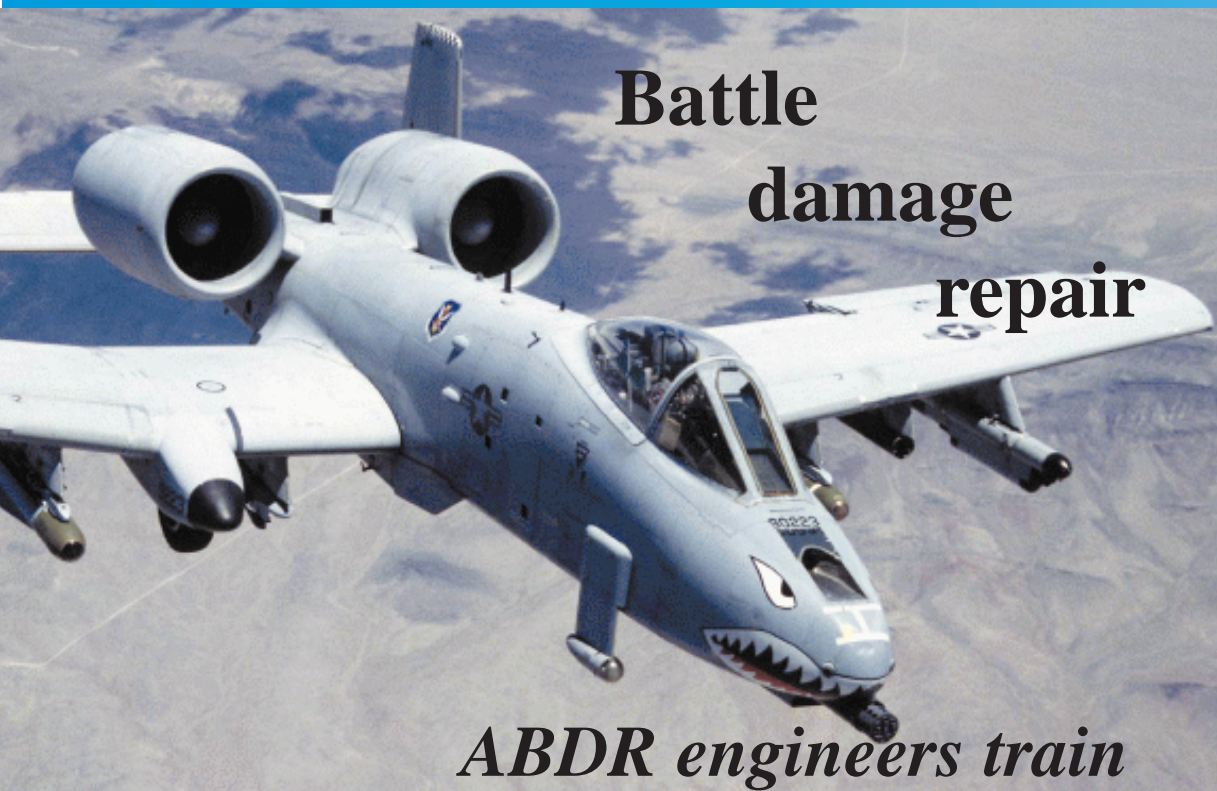
Learn More About It!

To learn more about the web, check these out:

- DefenseLink’s Web of Security Issues: www.defenselink.mil/specials/websecurity/
- *The Yale Web Style Guide*: <http://info.med.yale.edu/caim/manual>
- Air Force web policies: www.af.mil/webpolicy



TIG Bits Lessons from the field



Battle damage repair

ABDR engineers train on multiple airframes

The lead engineer at the Warner-Robins Air Logistics Center established the first formal program to crosstrain aircraft battle damage repair engineers on multiple airframes, in line with the Aerospace Expeditionary Force concept. Fifty-five percent of fully qualified ABDR engineers were crosstrained on at least one other weapons system with 80 percent of those being crosstrained on two airframes. (Submitted by 1st Lt. Libby Beegan, DSN 468-3764, e-mail elizabeth.beegan@robins.af.mil)

From mo to moleh *Contract close peers 20 year*

Too often, in the free dollar production contract closeout 20 years it deserves. One of the implemented by Air Force Aeronautical Systems Command closure of a contract Program Office, in cooperation, DCMC, DCAA Logistics Center implemented individually close the contract line items and items. Nearly half have working to close the re cut down when complete and physically removed page contract was reduced requirements. The result and enables better program Initiatives to tackle 15 of the contract closeout and added to the contractantly, the incremental lead to a joint process cumulative and structural attack for contract closure (Submitted by Ms. Ma McManus, DSN 986-51

Mountain Hill

Future initiative into future

frenzy of issuing a multi-billion contract, the need to plan for contract later doesn't get the attention many innovative initiatives Force Materiel Command's Center is a technique for incremental contract. The B-2 System operation with the prime contractor and the Oklahoma City Air Plant implemented an ongoing process to more than 3,500 deliverable and consolidate them into 12 line items. The process has been closed and the process is complete. The size of the contract was reduced portions were inactivated and removed from the contract. The 4,600-page contract was reduced to 681 pages of active content. The contract is easier to use for program management. Additional elements were developed and integrated. Most important, the closure initiative that drives a clear line of communication. (151)

Going by the book

Photo by Staff Sgt. Steve Faulisi

Deployment handbook helps team leaders

maintain accountability

Civil Engineer personnel have developed a comprehensive deployment handbook to aid team leaders in virtually all areas of mobility processing. The handbook contains 32 sections with information ranging from deployment rosters to shortfall forms and family-leave care plans. This handbook will help any team leader maintain positive administrative accountability of the troops at both stateside and deployed locations. (Submitted by Capt. Aaron Benson, DSN 468-5820 Ext. 219, e-mail aaron.benson@robins.af.mil)

Tip Us Off!

Got any groundbreaking bits of wisdom like the ones on these two pages? E-mail them to tigbrief@kafb.saia.af.mil.

How to create a Best Practice

Editor's note: The mission of the 48th Fighter Wing Readiness Division, Royal Air Force Base Lakenheath, England, is to assess the wing's ability to perform its mission of providing responsive air combat power, support and services. Wing inspections are a key factor in assisting commanders in "feeling the pulse" of the wing's combat and surety capabilities.

However, the inspection process can take as many as 45 days to conduct, write the report and findings, print, distribute and generate corrective responses to the findings. The wing's inspection program members and leadership identified several concerns that pointed toward necessary process improvement.

Below is an abstract on how the 48th Fighter Wing Inspection Program reengineering team created a process that brought about instantaneous results.

Mission

During preparations for a Surety Inspection, the 48th Wing Readiness Division formed a reengineering team to improve the timeliness of publishing, accountability, control, routing and corrective action of improvement findings. The team was to successfully reengineer the process to provide instantaneous ability to assess the status of open discrepancies from identification through closure in as short a time as possible.

Problem Factors

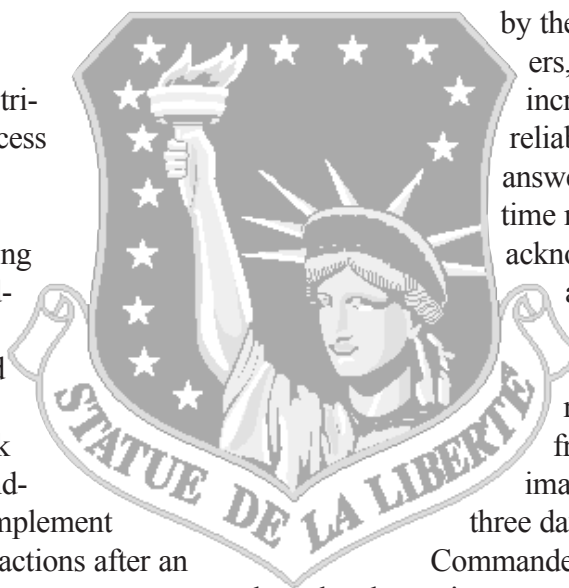
- Paper distribution process was slow.
- The 48th Fighter Wing senior leadership was dissatisfied with the time it took to view findings and implement corrective actions after an inspection report was generated.
- Inspectors voiced concerns over lack of accountability and control for paper-based reports.
- Reports remained in distribution boxes over long periods of time or would get lost en route.
- Chain of command was not being utilized properly when responding to discrepancies.

Solution

Suite 3.0 was born — a LAN-based interactive database for inputting, displaying and analyzing information collected during local evaluations. A paperless executive support system that brings information instantaneously to the fingertips of the stakeholders.

Results

- New system works for all categories of inspection whether it is a Surety Inspection, Tactical Evaluation or Functional Inspection.
- Corrections to critical discrepancies that limit the ability to provide air combat power are addressed almost immediately



by the stakeholders, thereby increasing the reliability of the answers. The time needed to acknowledge and respond to a finding was reduced from approximately 44 to three days.

Commanders at all

levels can instantaneously assess the readiness of their units.

- The wing will save more than 8,350 hours of labor per year, a 75 percent reduction.
- Findings available to lowest levels.
- Increased accountability.
- Program can be tailored for other wing programs (for example, decoration submissions).
- Recognized as United States Air Forces in Europe Inspector General Best Practice.

For more information on how your Wing Inspection Program can benefit from this Best Practice contact Lt. Col. Owen Ragland, owen.ragland@lakenheath.af.mil or Chief Master Sgt. James Croad, james.croad@lakenheath.af.mil, DSN 226-5631.

The 48th FW Inspection Program Reengineering Team will represent USAFE in competition for the Air Force Chief of Staff Team Excellence Award in September. ♦

Ask the IG

***Q:** I am the 31st Air Expeditionary Wing Inspector General Superintendent. As a member of the Wing's IG staff, I find it would be very helpful to have phone numbers and web page addresses for IG offices throughout the world, including other services. I'm not asking for all phone numbers for all IG offices, but a few would be great. For example, please provide the numbers (and web pages, if applicable) for the Department of Defense, Army and Navy hotlines. These numbers will make it much easier to refer complaints when the need arises.*

A: As requested, here are the web page addresses and hotline numbers:

Department of Defense

www.dodig.osd.mil
1-800-424-9098 or E-mail
hotline@dodig.osd.mil

Air Force

www.ig.hq.af.mil
1-800-538-8429
DSN 227-1061

Army

No web site
1-800-752-9747
DSN 329-1060

Navy

www.ig.navy.mil
1-800-522-3451
DSN 288-6842/6743
E-mail navig.hotlines@hq.navy.mil

Marine Corps

www.hqmc.usmc.mil/ig/ig.nsf
(703) 614-1348
DSN 224-1348

TIG Bird

It's arguably the most awesome system in the Air Force inventory, with a speed of Mach 20 (15,000 mph), a range of 6,000 miles and a capacity of 10 warheads.

The LGM-118 Peacekeeper intercontinental ballistic missile was one of the last heroes of the Cold War. It still stands sentinel as part of the nation's strategic triad.

The youngest of America's ICBMs, the Peacekeeper became fully

operational in 1988. It can deliver its 10 independently targeted warheads with greater accuracy than any other ballistic missile.

With the end of the Cold War, the United States has revised its strategic policy and agreed to eliminate the multiple reentry vehicle Peacekeeper ICBMs by 2003 as part of the Strategic Arms Reduction Treaty II.

Learn more about it at www.af.mil/news/factsheets/LGM_118A_Peacekeeper.html ♦



Engaging the media: Telling the Air Force Story

Col. Ronald Rand

Director of Public Affairs, USAF

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The Air Force cannot accomplish its mission without the support of an informed American public. To gain this support, the Air Force must engage the media and communicate our story. With the support of 2,400 officer, enlisted and civilian public affairs, broadcast and band professionals throughout the Air Force, we tell our story every day through a multitude of media: radio, television, newspapers, magazines, music and, of course, the Internet. Our story is also told every day by those beating the streets looking for recruits; by Air Force men and women engaging the public at airshows, open houses and speakers' bureaus; and by performers in our United States Air Force bands.

Within the Air Force public affairs community, we work on the principle that

USAF airmen are our best spokespersons and that public affairs professionals can't do it all. We also believe many voices telling the same story is ultimately the only way we can communicate our story to the American public and our international audiences. And it all starts with leaders setting the example. As

a steward of the nation's defense, you should welcome any opportunity to carry Air Force messages from the field to the living room. This is true for all levels of the Air Force as we seek to make sure people understand what we are all about.

The PA philosophy at all

times, in peace and in war, is to be open, honest and timely in all we do and say and to get every person in the



Air Force involved. With proper preparation, you can have a positive influence on the outcome of stories about the Air Force. It's inevitable that at some point during your career in the Air Force, you will be faced with the opportunity to tell our story. Everyone who wears a blue suit should be prepared to take the media plunge. When it's your turn to talk with a reporter about the Air Force, keep in mind the hints on the following page.

Who ya gonna call?

If you are ever contacted for an interview by a reporter, ask if they have contacted the Public Affairs staff. PA will arrange the interview. If you will be interviewed, the PA staff will prepare you and be present during the interview. For more information or questions regarding media engagement rules, contact your local PA office.

Y2K Timer

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as of 10.15.99

STRATEGY & TACTICS FOR WORKING WITH THE MEDIA

IN GENERAL

• THE INTERVIEWER AND

THE AUDIENCE — Prior to any interview, you should find out as much as you can about your interviewer and the audience.

• **THE RECORD** — Always consider yourself “on the record” and don’t say anything you wouldn’t want to see in print or on television.

• **LANGUAGE** — Avoid jargon and Air Force acronyms.

Remember, your audience may not be familiar with what it is you and the Air Force do.

• KEEP UP WITH THE NEWS

— Don’t get caught off guard by not knowing what is going on in your local community and across the nation. Reporters will know what’s going on, and so should you.

• **ARGUMENTS** — Don’t argue.

But, at the same time, maintain control of the interview if faced with a confrontational situation. Never let the reporter lead you down a road you don’t want to follow.

• **PROTECT THE RECORD** — Wrong information has a way of taking on a life of its own unless challenged. Correct any false information.

• **HONESTY** — Always be open and honest with your answers, but never reveal classified information or material protected by the privacy act.

COMMANDERS AND INTERVIEWS

• **PREPARE. DON’T “WING IT”** — Your success in an interview is directly tied to the quality of your preparation, your ability to articulate your messages and the level of control you exercise during the interview process.

• **HAVE A KEY MESSAGE** — Never do an interview unless you know exactly what you want to say and how you want to say it.

• **GET READY FOR FOLLOW-UP QUESTIONS** — You should anticipate the issues and questions a given interview will present and be equipped with short, memorable, positive and relevant messages with which to respond.

• KEEP YOUR ANSWERS SHORT AND TO THE

POINT — Media have time and space constraints. Keep your answers to 12 - 15 second “sound bites” and include a key message in each.

AIRMEN IN THE FIELD

• **TELL YOUR STORY** — When interviewing, tell the reporter or journalist what it is you do on a daily basis. Explain what your job entails and why you enlisted in the Air Force.

• PUT THE REPORTER IN YOUR SHOES —

Whether your interview is on or off camera, take the reporter to your work area.

• DON’T ANSWER A QUESTION WHEN YOU DON’T KNOW THE

ANSWER — If asked a question you don’t under-

stand, ask the reporter to rephrase it. If you’re asked a question you don’t know the answer to or don’t feel comfortable with, say so. Turn to Public Affairs for assistance.

• STATE THAT YOUR OPINION IS JUST THAT, YOUR OPINION —

If you’re in an interview and the reporter or journalist asks what your opinion about a certain topic is, don’t be afraid to answer the question. However, because it is your opinion, preface your answer with “In my opinion ...”

Unit Coffee and Snack Bars

Do You Know the Rules?



Editor's Note: One of the most popular (if not one of the most earth-shaking) articles we've published in recent years had to do *not* with inspection and continuous improvement — but with coffee and snack bars and how units can run them without running afoul of the regs. Here is that article, back by popular demand.

Many Air Force organizations operate coffee and snack bars. They contribute to the quality of the work environment thereby enhancing esprit de corps of the unit members. Unfortunately, during a recent inspector general investigation, we learned that one unit had assigned several airmen on a full-time basis to operate its booster club over the past several years. We have also heard that some units have assigned active-duty personnel to operate a snack bar while on duty. These situations violate the Joint Ethics Regulation, Department of Defense 6055.7-R and Air Force Instruction 34-223, "Private Organization Program."

Usually unit coffee and snack bars are unofficial activities with limited assets. Air Force Instruction 34-223 applies only to private organizations with monthly average assets, including cash, inventories, receivables and investments, of more than a \$1,000 during a three-month period. When an unofficial activity's assets exceed that figure, they must become officially recognized private organizations, discontinue base operations or reduce their assets.

What exactly is a private organization? It is a self-sustaining special interest group set up by people acting outside the scope of any official position they may have in the federal government. Private organizations exceeding the limitation on assets must organize under Air Force Instruction 34-223 and operate on an installation with the written consent of the commander. The Air Force may provide a private organization space in a facility for occasional use if its use does not add to the government's maintenance or janitorial expenses. Otherwise, private organiza-

tions must be self-sustaining and furnish their own equipment, supplies and other materials.

Even coffee and snack bars with limited assets must comply with some rules and members would be wise to visit their local legal office about these issues. For example, both are subject to lawsuits and in some states individual unit members could incur personal liability if not insured — members may want to purchase liability insurance. Coffee and snack bars must comply with all federal, state and local laws governing such activities, including federal tax laws, and may not sell alcoholic beverages. The resale of goods purchased from the base exchange or commissary to persons not otherwise entitled to use those facilities is prohibited.



Air Force organizations may not assign coffee and snack bar duties to military or civilian employees, whether the snack bar is a private organization set up under Air Force Instruction 34-223 or an unofficial activity with limited assets. Under the instruction, a private organization is not authorized appropri-

ated or non-appropriated fund support. And under the Joint Ethics Regulation, Department of Defense employees may not be ordered to work on personal or unofficial matters.

Unit coffee or snack bars play a viable role in most units by raising morale and enhancing esprit de corps. Take a few moments to ensure your coffee or snack bars are following the rules. ♦

Signature Article

From Page 5

up our training for network professionals and users, and we need to treat our networks like the critical weapon systems they have become.

There is more in store as we reconstitute our forces from recent operations. As we stay the course on our Expeditionary Aerospace Force concepts and on our Aerospace Expeditionary Force work-ups, we need to push the envelope on innovative use of information technology. We will “web enable” the AEF work-up process; we will continue to explore the emerging web-based collabo-

rative tools to help us do our jobs; and we will examine emerging tools to protect our networks and the information in them.

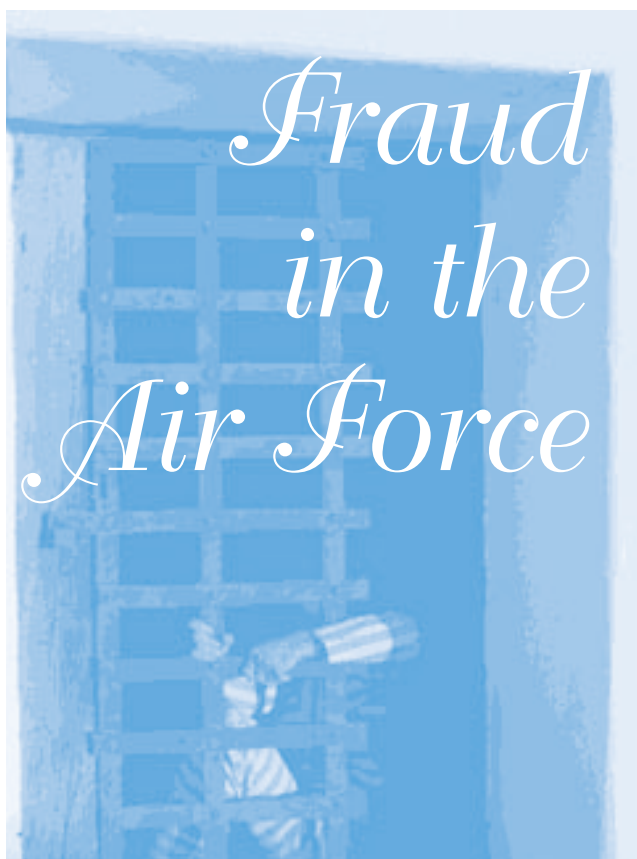
Global Grid

Y2K will be a non-event because our systems are ready and our continuity of operations plans are sound and tested. This will be, however, a window of opportunity for those who are inclined toward mischief or committed to doing us harm.

We’ll remain the preeminent aerospace force because we have incredible people — people who know how to

apply technology to achieve unprecedented mission success. Our vision of a “Global Information Grid” with high capacity, reliable connectivity anywhere we operate is clearly achievable and necessary for our future success.

However, the hallmark of our success will remain our people — the most precious resource we have. An incredible array of America’s finest committed to excellence, given to service before self, and possessing rock-solid integrity. Each and everyone an air and space operator — all contributing to mission success! ♦



Maj. Steve Murray

AFOSI/PA DSN 857-0989

False Claims

Subject: Department of Defense Top 100 Contractor

Synopsis: A Department of Defense contractor provided defective turbine blades for aircraft engines used on C-130 transport aircraft. The Air Force experienced 50 engine failures during an eight-year period. Subsequent testing of 109,995 turbine blades already in the Air Force inventory resulted in the identification of 45,792 turbine blades that did not pass required testing.

Result: A civil settlement was reached, with the contractor repaying the Air Force \$6,390,132.

Collusion

Subject: Department of Defense Contractor/Active-Duty Military Member

Synopsis: An active-duty military member entered into a contract with a medical supply distribution business owned by his brother. He established a sole source blanket purchase agreement with his brother's company that excluded other vendors from dealing directly with the Air Force hospital.

The Air Force Office of Special Investigations investigates all types of fraud perpetrated against the government. Through our fraud investigations program, we help ensure the integrity of the Air Force acquisition process. These investigations typically involve contractor misrepresentation during the process of procuring major Air Force weapon systems. Our focus is to maintain an effective fighting force by deterring contractors from providing substandard products and services, and to recover government funds obtained through fraudulent means. We also make significant contributions to flight safety and help protect critical Air Force resources. Other types of fraud we investigate involve military and civilian members who have been caught cheating the Air Force. Mutual command and OSI support, coupled with teamwork, is essential for successful prevention, detection and neutralization of fraud. On this page are some examples.

The brother's company charged 8 to 30 percent more than the other vendors.

Result: The investigation resulted in the cancellation of the BPA, leading to a savings of \$424,704. The active-duty military member received eight years' imprisonment, forfeiture of all pay and allowances, reduction of six grades and a dishonorable discharge.

False Claims

Subject: Department of Defense Subcontractor

Synopsis: A Department of Defense subcontractor contracted to repair and test high-tech aircraft electronic subsystems, purchased surplus parts and substituted the surplus parts for the components he was required to repair. The investigation disclosed the subcontractor did not possess the equipment necessary to complete the repairs and subsequent testing. The subcontractor also altered the data plates on the surplus components to reflect the serial numbers of the original components, in an attempt to disguise the fact the surplus components were not an exact match to the original.

Results: The subcontractor was ordered to pay \$225,234.50 in restitution and \$10,000 in civil fines. The relator received \$33,785.18.

The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations. Air Force officials may request copies of these

reports or a list of recent reports by contacting Mr. Ray Jordan at the number listed below; e-mailing to reports@pentagon.af.mil; writing to HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125; or accessing the AFAA home page at www.afaa.hq.af.mil/.

Recent Audits

Mr. Ray Jordan AFAA/DOO DSN 426-8013

Home Page Management

Audit provided seven recommendations to Air Force personnel at an Air Force Materiel Command air logistics center to improve the controls used for managing web server and home page development and operation. The recommendations included: a plan for establishing home pages and network services; ensuring web servers have obtained the necessary accreditation before becoming operational; and validating that home pages have been approved by the Public Affairs office. The Public Affairs office requires that all home pages contain all required information and protective banners, and properly limit access. Management's timely corrective actions should help reduce procurement time and costs, promote cost effective standardization, reduce vulnerability to unauthorized access to web pages and prevent the inappropriate release of information to the public. (*Report of Audit DR099018*)

ANG Aircrew Training

An audit of aircrew training at an Air National Guard unit required no recommendations due to man-

agement's prompt corrective actions. When the auditors identified variances between the Air Force Operational Resource Management System F-16 Experienced Pilot Profile (a computer-based system to track individual pilot training requirements) and actual regulatory continuation training requirements, operations group personnel immediately corrected all variances. For example, the computer-based profile listed no annual sortie requirements for mission commanders; however, regulations required a minimum of two sorties. In addition, auditors found that pilots did not always properly document continuation training sorties. Once again, management took timely action and added an additional review stage. This audit was truly a team effort that produced very effective results. (*Report of Audit WS099039*)

Repair Cycle Assets

AFAA auditors identified areas for improvement related to repair cycle assets at an Air Education and Training Command base. Auditors noted propulsion flight personnel ordered parts from the

supply point that were on hand or exceeded valid requirements. During the audit, management canceled six due out items, valued at \$51,934, which exceeded authorized quantities. In addition, auditors noted the Core Automated Maintenance System for Mobility G081 system did not report correct turnaround data to Headquarters AFMC about stock usage requirements. AFMC makes decisions about purchases and asset distribution after reviewing this information. After the condition was identified, AFMC program managers changed and released the Air Force-wide program. Lastly, a process action team was developed as a result of the audit to improve wheel and tire supply point turn-in and issue procedures for C-130 tire assets. (*Report of Audit EB099061*)



MORALE, DISCIPLINE AND REVISED REG, SA

Mr. John Clendenin *TIG Brief* Editor DSN 246-1864 clendenj@kafb.saia.af.mil

The fraternization “reg” that rolled off the presses May 1 is a major revision only in the technical sense, according to the authors of the revised Air Force Instruction.

AFI 36-2909, “Professional and Unprofessional Relationships”, affirms traditional military values, according to Col. Alan K. Passey and Mr. Harlan G. Wilder, both with the Office of the Air Force Judge Advocate General.

The latest iteration of the AFI is really a refinement of longstanding policy. If there’s anything truly different about the instruction, it’s the emphasis on positive prevention of a problem too often seen as purely sexual. In fact, fraternization can take many forms, every one of them a threat to the very fabric of the fighting force.

“The emphasis of the revised policy is on maintaining morale and discipline at all levels, not just between officers and enlisted members,” Passey said. “We all have an obligation to promote relationships that foster good order, discipline and high morale, and to refrain from those that do not. This is entirely consistent with the core value ‘Service Before Self’ in that

sometimes we have to set aside our personal desires for the good of the unit, organization or mission. Being a professional carries with it the responsibility to act like a professional at all times.”

Publication of the AFI prompted *TIG Brief* to pose a number of questions to the authors. Here’s what we had to ask and what they had to say:

Q: What prompted the revision of AFI 36-2909, “Professional and Unprofessional Relationships”?

A: In July 1998, a Department of Defense Task Force on Good Order and Discipline found that different service policies on professional relationships could hurt morale and discipline in an increasingly joint environment. As a result, the

Secretary of Defense directed more uniformity and clarity in service policies pertaining to good order and discipline. In response, the Air Force revised AFI 36-2909, “Professional and Unprofessional Relationships.”

Q: Would you care to characterize the degree of change to the AFI? A recent article from

Let’s Be Clear

The revised instruction:

- Clarifies that the policy applies to relationships with contractor personnel
- Clarifies that the policy applies to the Air Reserve Component
- Clarifies prohibitions on officer-enlisted relationships
- Adds a prohibition on officers lending money to enlisted members (with practical exceptions)
- Adds a prohibition on officers engaging in business enterprises with or soliciting enlisted members — consistent with the Joint Ethics Regulations
- Clarifies specific prohibitions on the formation of personal relationships in the recruiting and training environments
- Provides specific prohibitions in treatment, care and counseling situations
- Stresses a stepped approach to enforcement of the policy, taking into consideration all the facts and circumstances
- Stresses the prevention of unprofessional relationships through training and leadership by example

American Forces Press Service characterizes Air Force policy on fraternization as needing “little change,” but the AFI seems to be “substantially revised,” to use its own words. (Reference

FRATERNIZATION: THE OLD VALUES

www.defenselink.mil/specials/fraternization)

A: We'd prefer to characterize the changes to the AFI as fine-tuning our policy. The term "substantially revised" is required when a change is made to more than half of the paragraphs in an AFI. In addition to clarifying our policy, we made several minor editorial changes to the AFI and hence the term "substantially revised." Most of the changes are by way of clarification and emphasis.

Q: Per paragraph 3.5.3, the new policy applying to recruiters and training instructors also extends to the base level (Airman Leadership Schools, for instance). Would you care to elaborate on that?

A: This policy was patterned after policies that have been in existence in Air Education and Training Command for faculty, staff and recruiters for several years. Formalizing the policy at the Air Force level and extending it to all training and education settings simply acknowledges the fact that interpersonal relationships in these settings are especially susceptible to abuse of position, partiality or favoritism, or can

easily create the appearance of such.

Q: Do you expect the number or rate of administrative/legal actions to change as a result of the AFI revision?

A: Our experience has been that most violations of the policy on professional relationships are the result of inexperience or unfamiliarity with the policy and that these violations are easily and quickly corrected through education and counseling.

A site worth seeing

There's a web site for everything, even the fraternization reg. This one has the new AFI and links to educational materials, including briefing slides (in PowerPoint format), a talking paper, FAQs (frequently asked questions) and teaching examples.

www.af.mil/lib/prorel.htm

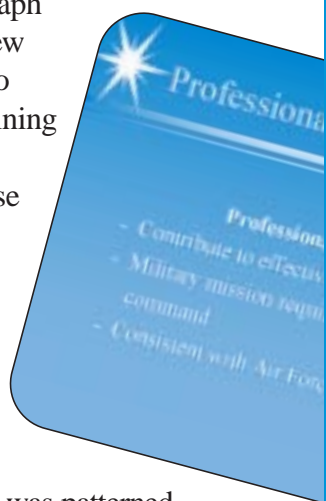
Seldom do cases rise to the level of a court-martial or even Article 15, where the offender has not been previously counseled and ignored counseling or even orders. Consequently, one of the primary objectives of the AFI revision is the education of members on the policy by command-

ers, judge advocates and supervisors. We would hope that as a result of this education process that the number of actions would decrease.

Q: Fraternization is usually seen in sexual terms, but that's not always the case, per the definition in the AFI. Would you address that false perception?

A: You make a good point. Some members tend to view the policy on professional relationships simply as a "dating" policy, which misses the point entirely. While most of the high-profile cases have involved sexual relations, the areas in which unprofessional relationships may occur are many and varied. There is a cartoon from the World War II era that depicts an officer discussing with his sergeant who to send on a dangerous mission. He asks the sergeant, "Which of the men doesn't owe me money?" As this cartoon illustrates, unprofessional relationships can arise in non-sexual situations. The nature of the military mission requires absolute confidence in command

and an unhesitating adherence to orders that may result in inconvenience, hardships or, at times, injury or death. That is why the focus of our policy remains unchanged: to promote interpersonal relationships that enhance morale and discipline and instill confidence in leaders. ♦





Mind if we

DRAW
on your experience
?



TIG Brief is looking for a cartoonist. We can't pay you a dime, but maybe we can make you semi-famous.



DSN 246-2946
Capt. Christa Baker
Chief, Public Affairs